



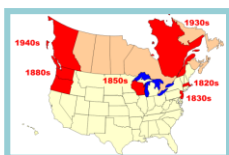
The role of handlers in the marketplace

Massachusetts Cranberry Task Force

Ocean Spray has deep Massachusetts Roots



Ocean Spray is an agricultural cooperative founded in 1930 in Massachusetts by three cranberry growers (2 from MA, 1 from NJ)





Today, Ocean Spray is owned by 700+ cranberry growers in 7 states, 3 Canadian provinces, and Chile



Ocean Spray currently processes over 700 million pounds of cranberries annually

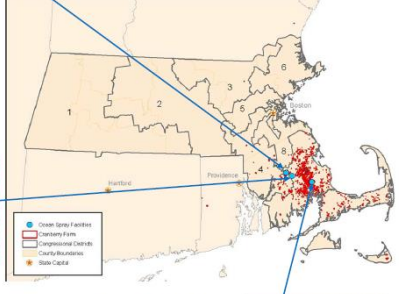
Ocean Spray is based in MA





Cooperative Headquarters
Lakeville-Middleboro

- Some 485 Employees
- Worldwide hubs for all Marketing, Sales, R&D, Operations, Grower Services, other activities
- \$2.2 billion gross sales



Middleboro Plant

- 138 year-round employees
- 61 Fall Seasonal Employees
- Manufactures Craisins® Dried Cranberries and Cranberry Concentrate; Receives and packages Fresh Fruit

Carver Receiving Station

- 8 year-round employees
- 266 Fall Seasonal employees
- Receives, cleans some 1.4 million barrels of cranberries annually – nearly 20% of the total Ocean Spray crop

- **Agriculture:** 288 farms/ 8,200 acres
- **Employment:** 650 fulltime Ocean Spray employees + 350 seasonal
- **Manufacturing:** Largest cranberry processing plant in the world in Middleboro
- **Technology:** R&D labs, innovation team, and pilot plant

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History of Decas Cranberry

- ✧ Greek immigrant brothers Nicholas, Charles, and William Decas started the company in 1934
- ✧ Still a family owned business headquartered in Carver, MA
 - Company manufacturing facilities all located in Carver, MA
 - SDC manufacturing, Receiving Station, Fresh Fruit Plant
 - Processes 60 million pounds of cranberries annually
 - 125 growers in Massachusetts
 - Food industry ingredients supplier
 - Paradise Meadow branded retail line
 - Decas farm has over 450 acres of producing cranberry bogs



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Independent Cranberry Handlers

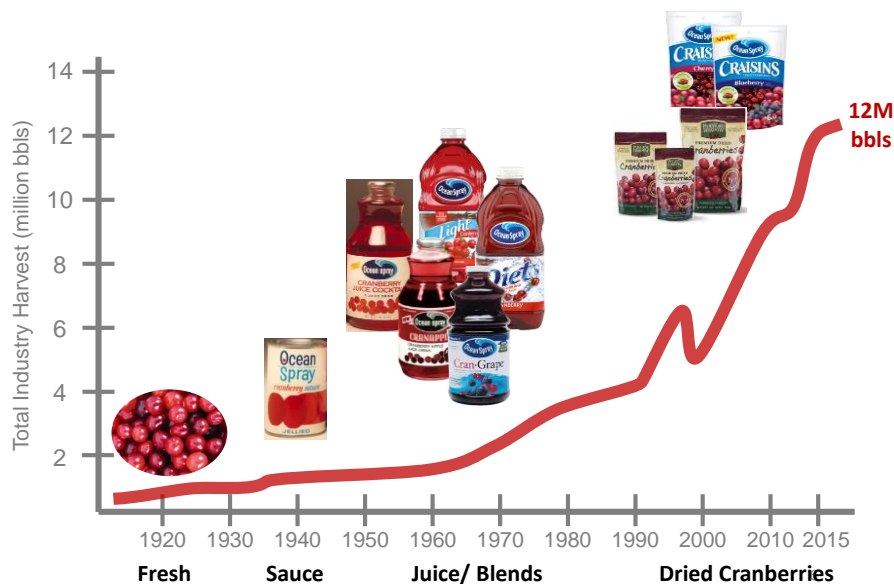


The independent cranberry handlers operating in Massachusetts have an important impact on the state cranberry economy ...

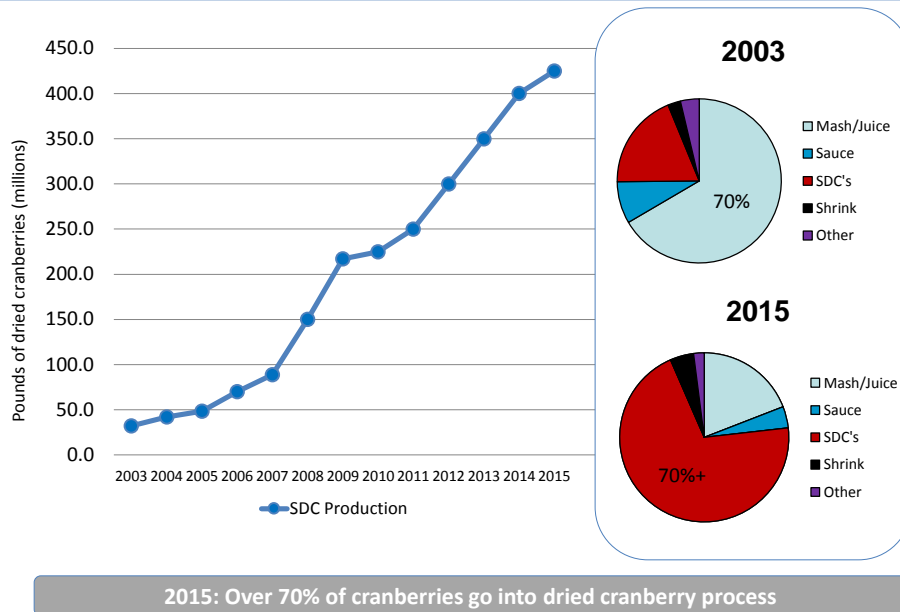
- ✧ 140 full time employees with an additional 70 seasonal workers at harvest
- ✧ Approximately 30% of the state crop received by independent handlers
- ✧ 310 growers ship fruit to independent handlers from over 3700 acres

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Cranberry innovation has driven industry growth



Dried cranberry growth is changing industry



Fruit supply needs for SDCs are different

Past

- Varieties were adapted to the fresh fruit market
- Small size fruit suitable for long storage at ambient temperatures



Current

- Growth of cranberry processing for juice and SDCs has encouraged growers to transition to hybrids that offer higher yields for growers and processors

Fruit supply needs for SDCs are different

Future

- *New varieties developed using DNA fingerprinting (not GMO)*
- *Larger size, high grower yields*



Attributes of modern hybrids are very important to processors

- *Large size, firm fruit, high brix, all provide high yields of high quality product*

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We will continue to focus on other markets for MA fruit

*In addition to supplying handlers with the fruit they need for juice and SDCs, the **fresh fruit** market is critical for the sustainability of Massachusetts growers*



- *The fresh fruit market has not seen significant growth for 10 years*
- *Increased competition from other growing regions*
- *Additional marketing needed for future growth*

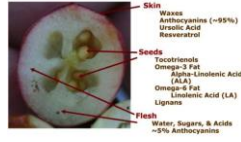
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To develop future demand, we will continue to invest...

New Markets



Health Research



PR/ Digital



Advertising



Product Innovation



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